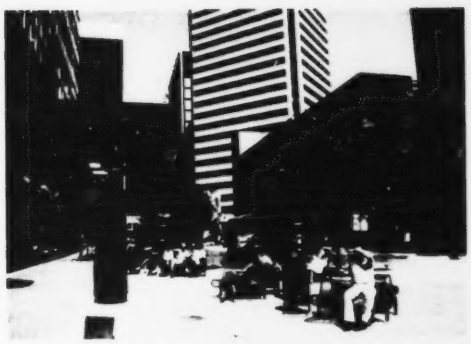
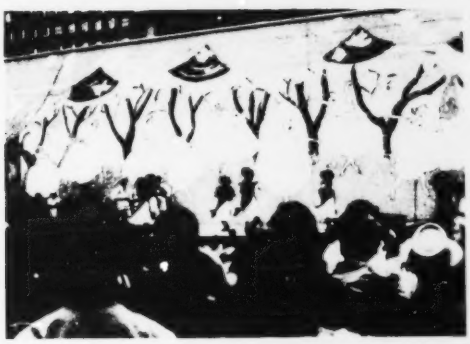
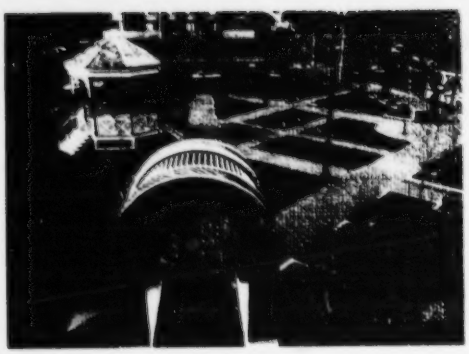
Partners in

Pride







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PREFACE

At the regular meeting of City Council held on February 11, 1986, Council concurred in the following recommendations:

1. That the Management Structure and responsibilities for managing the Partners in PRIDE Program, as described in Part 1 of this item, be approved provided however that the Coordinator's position shall be reviewed by Council following one year of operation or earlier.

2. That the PRIDE Program as described in Part 2 of this item, be approved.

3. a) That the Planning and Building Department submit an annual PRIDE capital budget for improvements to the downtown area to be reviewed with other budget priorities through the annual budget approval process (Part 3) of this item.

   b) That for all future designated downtown streetscape improvements, the private sector contribution be at least equivalent to the cost of replacing curbs, gutters and sidewalks.

   c) That the Mayor's Office continue to encourage financial partnerships as described in Part 3 of this item, with the Provincial and Federal Governments and the Private Sector.

Council approval of this report provides the City with a management, program, and financial policy framework for downtown revitalization. Partners in PRIDE is a comprehensive program which takes a corporate approach in partnership with private sector agencies to utilize scarce resources in an effective and efficient manner.

*Note: In December, 1985, the City Centre Association was disbanded after successfully petitioning City Council to approve by bylaw, the formation of a Business Revitalization Zone (BRZ) in the downtown. Composed of approximately 1,200 members, the BRZ is now officially recognized under the name of the Downtown Business Association of Edmonton.

MANAGING THE PROGRAM

MANAGING THE PROGRAM

Introduction

From the municipal perspective, there are two key elements to the management of the PRIDE program. One is the need to ensure the **coordination** of civic departments that in one form or another may become involved with PRIDE activities including the budgeting for these activities. This will ensure that the municipality has its house in order and can present a unified corporate approach to the other private and public sector participants.

The second, is the need to maintain **good communication** through close contact with the PRIDE participants as well as with the City Manager, the Mayor's Office and Council. This will ensure that the activities of the various participants are coordinated to achieve maximum results and that the political decision-makers are kept abreast of and provide immediate direction to negotiations with the participants.

Partners In PRIDE

Partners in PRIDE encourages a broad range of participation from three levels of government, business agencies and organizations, private sector corporations and the various civic agencies and departments. Each participant infuses PRIDE with expertise and resources which when combined, strengthens the overall potential of the program.

Both the provincial and federal governments and their agencies offer a number of opportunities for financial partnerships through existing funding programs and through the provision of grants on a project-specific basis.

A number of civic departments and agencies must cooperate in the development and implementation of various projects within the nine components of PRIDE.

Business organizations and clubs have played and must continue to play an important role in the support of PRIDE, through their continued efforts in such areas as promotions and special events, parking, and in the development of a retail strategy.

Private sector corporations represent a major investment group in the downtown, as major contributors to private-public partnership projects and by investing in properties to complement the City's commitment to improve public spaces.

To summarize, Planning and Building will continue in the role as the lead PRIDE department with responsibility for the program's capital budget, and the development of policy and planning reports. Other civic departments will also play key roles as participants in PRIDE, however, specific roles and responsibilities have to be resolved within the administration of the program.

Chart 1 identifies the public and private partners in PRIDE and proposes three distinct management groups to provide overall direction to the program.

Management Groups

Introduction

To date, management of the PRIDE program has rested with the Planning and Building Department as approved by Council. The demonstration projects to date, while building trust with the private sector, have primarily been the responsibility of the City. While the Planning and Building Department has done an excellent job in coordinating the capital projects the experience with the

program to date, combined with the larger-scale, multi-participant nature of the upcoming PRIDE projects suggest that broader corporate coordination will be required for the management of the total program to ensure a corporate approach is taken to downtown revitalization. Specifically:

i) Within the Civic Administration, it is difficult to have one line department coordinating the operations of other line departments. Maintenance of the Downtown projects, for example, involves approximately 11 branches from eight Departments. To date, complete consensus among the Departments has yet to be achieved regarding specific responsibilities and budget funding. This situation creates confusion, particularly from the perception of the private sector, and demonstrates an inability to take adequate action in this regard. Without the necessary authority to manage the program, a line department will likely experience even greater difficulty in coordinating municipal functions in future PRIDE activities.

ii) The nature of the upcoming PRIDE projects suggests that close contact will have to be maintained with both the City Manager and the Mayor's Office, as well as with the DDC. This creates an awkward situation for a line department, where the need for swift lines of communication may require going outside the traditional line of command.

iii) From the municipal perspective, the PRIDE program requires one clearly identifiable, corporate voice in negotiations with private and other public sector groups. With the management of the program in a line department, it is not only difficult to represent a corporate view, being one of many line departments, but it is also difficult to be perceived as the corporate representative by the other partners in the program.

The Downtown Corporate Coordinator

From a municipal perspective, the overall management of the PRIDE program would best be achieved by the establishment of a Downtown Corporate Coordinator's position to manage the program out of the City Manager's Office.

There are several benefits to such an arrangement.

i) The Downtown Corporate Coordinator, given recognition from the Mayor's Office and authority from the City Manager, will be in an excellent position to effectively coordinate the civic departments with responsibility for activities in PRIDE. While ultimate success still depends upon cooperation from all departments, by removing the program management from a line department to a Corporate office the authority for final decision-making becomes better established.

ii) Locating the program management in the City Manager's Office creates a higher profile for PRIDE, both within the City and in the eyes of the private sector. This in turn demonstrates the level of commitment by the City to the program; identifies one program coordinator to ensure a unified corporate voice in dealings with the Public and other partners in PRIDE; and allows for easy communication with the City Manager and Mayor's Office.

Research has shown that an Office of Downtown Development Coordination (Development Coordinator) works very well in Baltimore, Minneapolis, and in many other municipalities.

As manager of the PRIDE program, the Downtown Corporate Coordinator would:

i) report directly to the City Manager;

ii) maintain close contact with and cultivate the support of the Mayor and Council;

iii) encourage communication among various civic departments and other levels of government both informally and by chairing or attending interdepartmental or inter-agency committee meetings;

iv) expedite important development projects that require the coordination of several departments and attend to the actions required to get things done;

v) coordinate capital and operating budget information as it relates to important revitalization projects;

vi) serve as a central source of information and assist in resolving downtown matters within the civic Administration;

vii) develop performance criteria for the purpose of an annual program evaluation; and

viii) undertake management duties as required to ensure an effective and efficient municipal contribution to PRIDE.

In short, the establishment of a Downtown Corporate Coordinator represents a simple, effective and straightforward method for the management of PRIDE and will contribute to the future success of the program.

The Downtown Development Corporation (DDC)

The formation of a DDC has been proposed for the purpose of combining the resources, expertise, and leadership of both the public and private sectors within one organization capable of undertaking landmark projects by itself or in joint ventures, which are in the public interest but beyond the scope of any one individual or organization. This body working in association with the other management groups and the PRIDE partners identified in Chart 1, will be able to devote 100% of its effort towards the complex task of packaging downtown projects.

The City Centre Association (CCA)/Business Revitalization Zone Board (BRZ)

The CCA represents the third group with a distinct management role to play in PRIDE. Again, working in association with the other two management groups and the various partners in PRIDE, the CCA is primarily responsible for the organization of special events and promotions to attract citizens, tourists and investment into downtown Edmonton, including parking programs and business promotion.

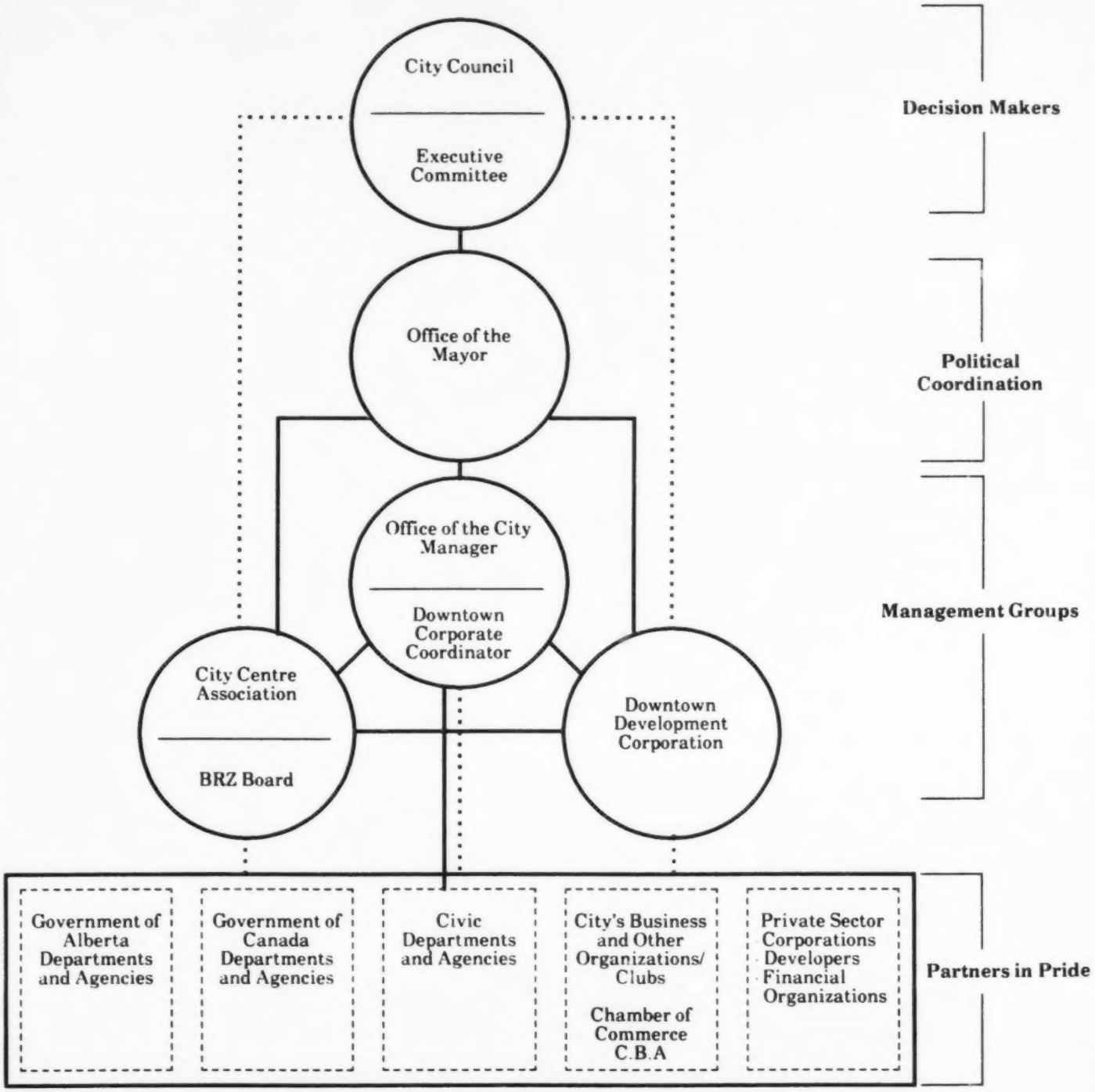
So far the CCA has financed its operations through memberships and volunteer contributions from the business sector. The CCA has now taken the initiative to propose a Business Revitalization Zone Board (BRZ) and this will provide a secure funding base for future downtown promotions.

Political Coordination and Decision Makers

The Office of the Mayor not only provides a vital communications link between the three PRIDE management groups and City Council, but also serves an important political liaison function between the PRIDE program and the provincial and federal levels of government and with leaders of the business community.

City Council represents the final decision making body for all municipal policy development, for the authorization of municipal funding and for the implementation of the components of the PRIDE program.

Chart 1



Partners in PRIDE

Proposed Management

THE PROGRAM

PART 2

THE PRIDE PROGRAM

Introduction

The goal of the PRIDE program is to revitalize the downtown, reaffirming its status as the social, cultural and economic heart of the city. Downtown revitalization has been a priority since 1983 when three events started the process in motion:

- downtown merchants formed the City Centre Association to give them a strong, unified voice to encourage and influence revitalization efforts;
- the Mayor appointed a task force on the Heart of the City to recommend and, where possible, implement plans to improve the downtown; and
- City Council supported the Planning Department's proposal for a comprehensive revitalization program, to be known as PRIDE, the PRogram to Improve Downtown Edmonton.

PRIDE was initially conceived to achieve the most efficient use of the City's resources for downtown improvements. It is essentially an umbrella program of improvements which aims to utilize scarce municipal and private resources to their maximum benefit through careful planning and coordination.

From a municipal perspective, PRIDE's strength lies in its goal of achieving a corporate approach to downtown revitalization by attempting to fully coordinate all public sector work.

From the perspective of the private sector, PRIDE encourages a complete partnership with government in the planning and implementation of downtown activities. Furthermore, it does so in a positive, receptive environment made possible, in part, by the unity of the corporate municipal approach built into PRIDE.

The Program Components

The PRIDE program addresses nine key components which have been identified by the City and the private sector as essential to the revitalization of Edmonton's core:

1. physical improvements to public and private spaces;
2. parking improvements;
3. increased housing in the downtown;
4. organized promotions and special events;
5. streamlining civic procedures to facilitate private investment;
6. increasing the number of retail outlets;
7. public communications;
8. enhancement of the social environment; and
9. enhancement of the cultural environment.

This report examines each of these components in terms of the need for action, progress to date and long-term proposals.

1. Physical Improvements to Public and Private Spaces

a. Public Spaces

By upgrading public spaces, the City demonstrates to the business community that it is committed to the downtown. Recent experience in Rice Howard Way has shown that public improvements can be an effective catalyst for stimulating private sector confidence and investment, which in turn protects and enhances the downtown's tax base. At this time, the

public improvement projects can be attractions in their own right, helping to draw citizens and tourists to the city centre to shop and be entertained.

Progress to date:

- Rice Howard Way - phases I and II will be completed by the end of 1985;
- Rice Howard Way - phase III (Westin Hotel/Library Plaza) - anticipated completion in 1986;
- Jasper Avenue Improvements - phase I (from 100A Street to 102 Street) - complete except for kiosks and lighting systems due to tender delays;
- Jasper Avenue Improvements - phase II (102 Street to 103 Street) - anticipated completion in 1986; and
- Heritage Trail - 101 Street to 108 Street will be completed by end of 1985.

A program to seek private donations to develop interpretive galleries along the Trail is being initiated.

Long-term program:

Based on Council's approved Capital Development Plan for 1986-1990, the City's efforts will be limited to $1,000,000 per year.

If Council approves additional funding annually, the following programs could be pursued over the 1986-1990 period:

- Jasper Avenue: streetscape improvements from 97 Street to 109 Street;
- Heritage Trail: extension of the Trail and construction of a pedestrian bridge over 100 Street;
- Rice Howard Way Phase IV: from 99 Street to Canada Place on 101A Avenue;
- Chinatown: construction of the entrance gate, streetscape improvements, the Ceremonial Square, and Chinese Garden;
- 104 Street: streetscape improvements to augment private initiatives which are turning 104 Street into a lively entertainment and restaurant area;
- Library Plaza: improvements to encourage better use of this valuable downtown open space and to integrate the plaza with the adjacent Rice- Howard Way;
- 108 Street (Capital Boulevard): development of an attractively landscaped, formal approach along 108 Street from Jasper Avenue to the Legislature Grounds, and
- Churchill Square redevelopment: the Mayor's Task Force on the Heart of the City outlined several ways for upgrading the Square as befitting the symbolic centre of the City. Improvements to the Square have and will continue on an incremental basis. Notwithstanding improvements made in 1985, future work could include construction of a pedway connection from Edmonton Centre to the Churchill LRT Station. The Square is being used as a site for summer and winter promotions.

This list is by no means exhaustive. PRIDE is a dynamic program which has been designed so that project priorities can be altered to complement and encourage private sector development in the downtown. It is most likely that, based on annual reviews, some projects may be delayed, just as new projects, such as 101 Street improvements for example, may be initiated.

The proposed PRIDE financial strategy (Part 3) recommends $5 million per year to undertake these projects.

b. Private Spaces

Since the start-up of PRIDE in late 1983, the City has budgeted $2.03 million and $4.31 million for physical improvements in 1984 and 1985, respectively. By doing so, the City has demonstrated an initial commitment to the downtown and in turn, is building trust with the private sector.

The private sector has responded in kind to the City's commitment to the downtown with investments in renovations and new projects totalling approximately $20 million. Examples of these projects include:

- renovations to Edmonton Centre;
- renovations to the Kelly Ramsay Building;
- renovations to the Ramada Inn/Northwoods Inn;
- construction of Hy's Restaurant;
- construction of Two Small Rooms Restaurant;
- anticipated renovations to the Prudential Life Building;
- improvements to the Centennial Building;
- renovations to the Walker Building;
- renovations to the Boardwalk and Revillon Buildings; and
- a federal/provincial/private sector partnership in the development of a Chinese Cultural Centre.

Anticipated renovations to the Macdonald Hotel, the Canada Place development, the Manulife expansion and Eaton's Centre will contribute over $700 million in investment.

c. Public-Private Partnerships

Public-Private Partnerships represent the real potential of the PRIDE program to generate major downtown revitalization projects. Primarily, private sector ventures, the partnership projects may also involve the City, as well as the provincial and federal governments. The following two projects, depending on Civic participation, may get underway within the next five years:

- The 102 Street Retail Arcade: proposed by the Heart of the City Task Force, this project would cover 102 Street with a glass arcade, thus providing a weather protected connection between the Bay, Eaton's, the Manulife Building and Edmonton Centre. Over the long term, it could extend to redeveloped CN lands. The recent announcement by the Manufacturers Life Insurance Company to develop a retail, office, and hotel complex on 102 Street includes a partnership proposal with the City to construct the 102 Street arcade. The size and complexity of this project suggests that its coordination and management would be undertaken most successfully by the proposed Downtown Development Corporation.

- The International Festival Market: the International Festival Market, as proposed by the Mayor's Task Force on the Heart of the City, would include the redevelopment of the City's Farmers' Market as well as the rehabilitation of the historical Jasper East Block. The project would provide a year-round facility near the Convention Centre, where all ethnic cultures in Edmonton could display and sell their arts, crafts, and foods, and celebrate their traditional festivals. The Festival Market has also been identified as a likely project for the proposed DDC.

Other partnership projects which may proceed in the Downtown include: CN Development Lands, the Concert Hall, Pedway Links, Manulife and Eaton's Centre, to name a few.

2. Parking Improvements

A lack of reasonably priced short-term parking has consistently been cited as a major obstacle to revitalizing the downtown. Until perceived parking problems are resolved, downtown will continue to suffer from this negative image.

Progress to date:

- The Downtown Parking Study, prepared by the Transportation Department, was approved by Council in 1984.
- The City Centre Association, with assistance from the Planning and Building Department, organized a free and/or validated parking program in December, 1983. Since that time the number of merchant participants in the program has increased, and the CCA is currently working on broadening the program into a universal validated parking system which will include the weekdays.
- The Transportation Department initiated a program for free LRT in the downtown core during non-peak hours in 1983. This has been expanded into a permanent program for free LRT in the core, providing some mobility and access within the downtown.
- City Council has approved a Transportation Department recommendation calling for the establishment of a Downtown Parking Advisory Board to deal with a broad range of parking issues.
- Jasper Avenue Improvements will provide more on-street parking along Jasper Avenue as well as eliminating the tow-away zones.
- The City recently approved guidelines for surface parking lots in the downtown.

Long-term program:

The recently established Downtown Parking Advisory Board will address parking issues and coordinate various downtown parking programs. Major program activities over the next several years include: hardsurfacing of surface parking lots, improving lighting and safety in parkades, joint parking management, promotions and advertising, and review of new parking facilities.

3. Increased Housing in the Downtown

Although the downtown's market area is the entire city, it still requires a strong neighbourhood market to attract retailers and to raise activity levels.

Progress to date:

Although population in the downtown is continuing to decline, this component of PRIDE has not yet received much attention. With the approval of the new River Valley Bylaw, Council has made it possible for residential development to proceed in the existing valley communities. The River Valley design competition has generated numerous ideas on how to redevelop these areas into attractive, livable, inner-city neighbourhoods.

In addition, Grant MacEwan College is investigating potential locations in the downtown for a 10,000 student campus and housing for 1,000 residents. The Province will be approached for assistance with this project.

Long-term program:

In the next few years, the City should evaluate incentives and policies promoting downtown housing. The provincial and federal governments could also become involved through, for example, the provision of financial assistance below market rates through AMHC and CMHC.

4. Organized Promotions and Special Events

Special events and promotions can have a significant impact on changing people's attitudes towards the downtown, by transforming it from a 9-5 office centre to a fun place to visit, seven days a week, 18 hours a day. This in turn stimulates new retail and housing for the downtown.

Progress to date:

This has been a particularly active and successful component of PRIDE.

- The CCA, along with the Parks and Recreation and Planning and Building Departments, have co-produced a number of special events attracting thousands of people to the downtown. These include:
  a) the Midsummer's Night Extravaganza on Rice-Howard Way;
  b) A Fair in the Square (a part of Summerfest Celebrations); and
  c) the Northern Lights Festival in 1983 and 1984.
- With the cooperation of several civic departments, the downtown has hosted Klondike Days Celebrations, Jazz City events, Stanley Cup and Grey Cup Celebrations, as well as other smaller events.
- The Planning and Building Department hosted a day of public celebrations in the Rice Howard Way to officially open Phase II of this public space in July, 1985.
- With the development of the Rice Howard Way, the Planning and Building and Parks and Recreation Departments along with the CCA, have assisted various community and other interest groups in holding events or activities in this space.
- In the summer of 1984, the Parks and Recreation Department produced 55 free performances throughout the downtown.

Long-term program:

Over the next several years, the PRIDE program will continue to help promote special events and other activities in the downtown. From the municipal perspective, the Parks and Recreation Department will take the lead role for this responsibility with assistance from Planning and Building. The private sector represented by the CCA and other interest groups will also continue to play an active role in the staging and promotion of special events.

Upon approval of this report, the Administration will prepare a report for Council identifying areas of responsibility and required resources for each activity in this component. Activities could include:

- the preparation of an agenda of special events to be held throughout the year;
- the planning of winter festivals and special events; and
- the continuation and encouragement of summer festivals and other special events which focus on the downtown.

5. Streamlining Civic Procedures to Facilitate Private Investment

Rigid and complex civic procedures have often been cited as a major stumbling block that has discouraged private initiatives and investment in the downtown. It is therefore vital that

PRIDE investigate and initiate the streamlining of civic procedures when they become obstacles in revitalizing the downtown.

Progress to date:

- Redevelopment levy provisions have been rescinded in all area redevelopment plans.
- Civic procedures were amended to allow street vending and sidewalk cafes.
- Civic procedures were amended to eliminate fees for canopies providing pedestrian weather protection.
- Amendments to the Downtown Area Redevelopment Plan were approved, allowing for more creative and innovative developments through the elimination of certain building restrictions.

Long-term program:

The PRIDE program is committed to the ongoing review of various civic and provincial procedures and policies for the purpose of facilitating investment in the downtown. This requires ongoing responsiveness to public input and support and encouragement of employee suggestions for procedural changes.

6. Increasing the Number of Retail Outlets

The decline of the downtown business environment combined with the infusion of numerous large office complexes during the 1970's, contributed to the closure or relocation of many retail businesses which contributed so much character to the downtown. These retail businesses must be enticed back if the city centre is going to recapture the flavour and character it needs to attract both local shoppers and tourists.

Progress to date:

This component of the program has rested with the CCA through their promotions of retail activity in the downtown. At the same time, progress towards this objective has been realized through the activities of the other components of PRIDE. For example, the development of Rice Howard Way has helped to rejuvenate business in the area both by convincing existing operations to remain and by attracting new business ventures.

Long-term program:

It is hoped that the CCA, the Chamber of Commerce and the Edmonton Economic Development Authority will take an active role, as they have in the past, in promoting existing retail businesses and in preparing a retail strategy. Over the long term, many of the larger scale physical improvements, most notably the 102 Street Arcade and the International Festival Market, would also have a major impact in drawing new businesses to the downtown.

7. Public Communications

For revitalization efforts to be successful, the public must be aware of the programs being undertaken to strengthen the downtown. The partners in PRIDE, too, must be kept informed of progress being made if they are to maintain and, ideally, increase their commitment to the program. Timely communication is also critical if the partners are to maximize opportunities to work together.

Progress to date:

Over the past year, some effort has gone into publicizing PRIDE activities, primarily through use of the PRIDE logo.

Long-term program:

A well planned and orchestrated communications strategy is needed to support the goal of the PRIDE program. More progress in completing a communications plan will be possible once some of the implementation/management issues for the program are resolved.

8. Enhancement of the Social Environment

Attention to the social well-being of the downtown community is an aspect of PRIDE which receives special attention. Consideration for the safety, security, the diverse range of housing needs and above all, the social implications of all components of PRIDE will ensure that the downtown becomes a safe and healthy people place for the enjoyment of all.

Progress to date:

- The Police Department has established regular foot patrols in the downtown and have published pictures and biographical information to familiarize the downtown merchants with the officers on these patrols.

- The Police Department has attempted to have capital funds for a police kiosk on Rice Howard Way approved but has been unsuccessful thus far. This should become a priority.

- The Downtown Area Redevelopment Plan provides a form of density bonus for developments which include space for day time child care use.

Long-term program:

Each of the PRIDE components are in some way interrelated. The enhancement of the social well-being in the downtown will be achieved primarily through the quality and attention to detail of improvements to public spaces, the development of downtown housing to meet a wide range of needs, and through the promotion of special events. In general, all PRIDE programs and activities will be scrutinized for their social implications.

In addition, the level of social services to adequately attend to the needs of the downtown population will be monitored by the appropriate departments, particularly with respect to the needs of senior citizens, the downtown residential population and the downtown working population.

9. Enhancement of the Cultural Environment

The PRIDE program regards the downtown as the focus for cultural activities in the City, with such facilities as theatres, art galleries, libraries, and a convention centre. In addition, the Chinatown community provides a unique cultural experience for all Edmontonians.

PRIDE will ensure that the cultural environment is strengthened by encouraging cultural activities to occur and by attracting new cultural facilities within the downtown.

Progress to date:

- Edmonton has become a focus for summer and winter festivals and multi- cultural celebrations, portions of which have been hosted in the downtown.

- The Downtown Area Redevelopment Plan provides a form of density bonus for developments which include space for entertainment, public library or cultural exhibit use.

Long-term program:

PRIDE will continue to promote the downtown as the cultural centre of the City through the following:

- PRIDE will encourage the establishment of new cultural facilities, such as the concert hall and a museum and archives facility in the downtown.

- An ongoing program for special events and promotions is being developed with the Parks and Recreation Department. A portion of this program will allow for the active solicitation of cultural and ethnic organizations within the City to participate in PRIDE and to hold events in the downtown.

The map which appears at the end of this section identifies a number of completed, ongoing and projected PRIDE projects within the context of downtown Edmonton.

The Partners in PRIDE Program

To be successful, the PRIDE program depends on the full participation of both the public and private sectors. In the past two years, the following groups have played a significant role in working with the City of Edmonton to build the foundation for PRIDE.

1. The **City Centre Association (CCA)** was established in April, 1983 to provide a positive approach towards the revitalization of the downtown and to ensure cooperation between the business community and the civic administration. The Association, composed of downtown businessmen, is funded through membership fees and has hired an Executive Director. It operates with a Board of Directors of 14 people through a committee structure. The Association is currently involved in promotions and events in developing downtown parking programs, and has contributed actively to the Mayor's Heart of the City Task Force and to a review of the Downtown Area Redevelopment Plan which resulted in an easing of development restrictions.

2. The **Chamber of Commerce** represents a wider range of business interests than those in the downtown, but has nevertheless been active in the downtown primarily through participation in the early phases of the Jasper Avenue project and in the Christmas Decorations Program. The Chamber operates through a Committee Structure and an Executive. Some of the members from the CCA are also involved with the Chamber.

3. The **Mayor's Task Force on the Heart of the City** was established through the Mayor's Office in 1983. Composed of representatives from various downtown interests, the Task Force was requested to recommend and where possible, implement plans to ensure the development of an existing and vibrant downtown. Their final report, "A Blueprint for the 21st Century," has been approved in principle by Council, and the Task Force has been asked to monitor progress and encourage developments in the downtown.

4. The **Downtown Parking Advisory Board** is composed of representatives from the CCA, the City, parking lot operators and downtown businesses. It was established by City Council to provide direction and advise on parking-related matters in the downtown. It is hoped that a number of cooperative policies and programs will be implemented that could not have occurred without the establishment of this partnership of public and private interests. The new "Park in the Heart" downtown validated parking program is one example of positive private sector involvement that can be generated by the Committee.

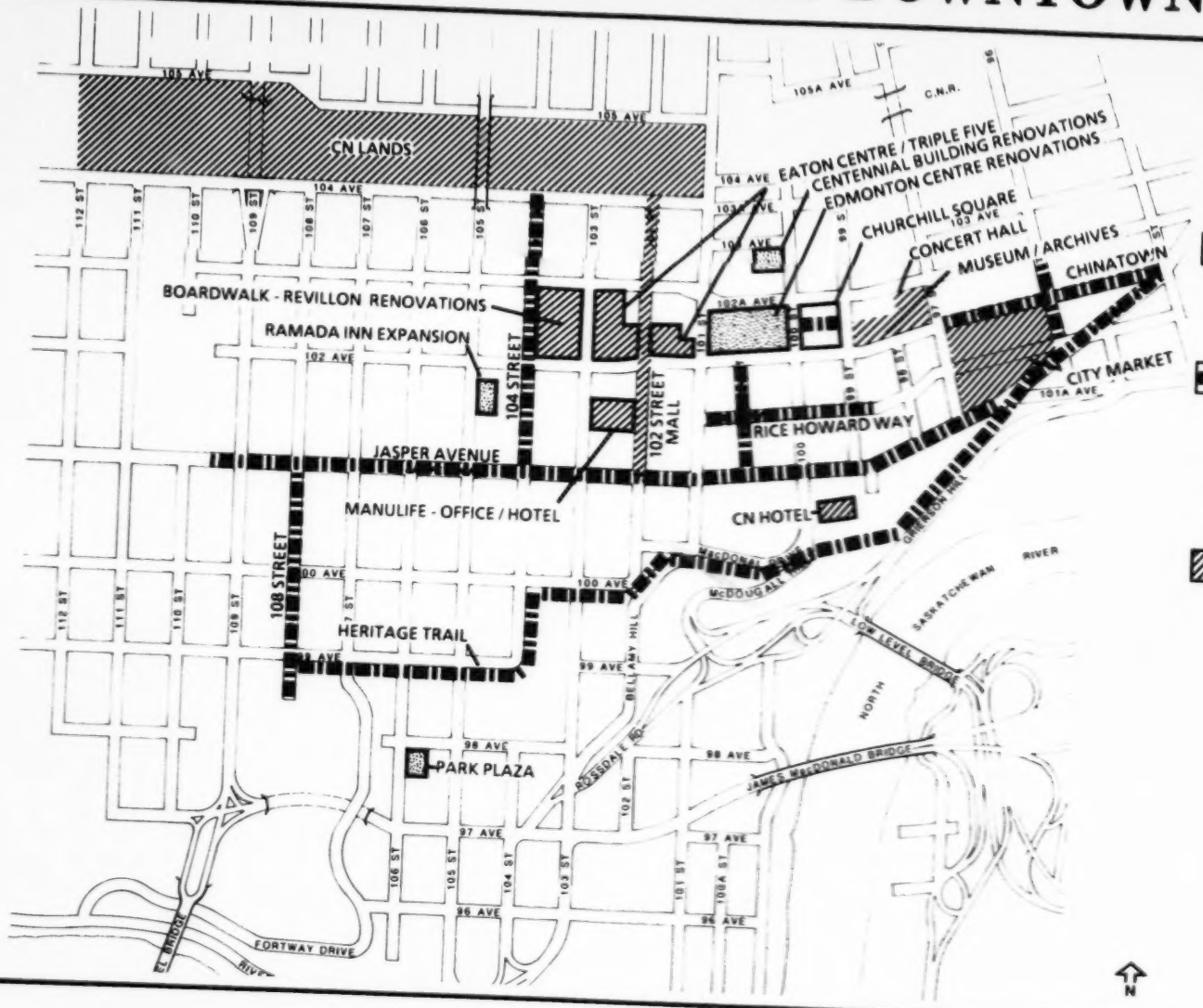
5. It is anticipated that a proposal calling for the establishment of a **Downtown Development Corporation (DDC)** will be before City Council before the end of 1985. Consisting of representatives appointed by the City of Edmonton and elected by the private sector, the DDC would act as a broker for partnerships between government bodies and private sector interests to assist and ensure that economically viable large scale developments are undertaken in the downtown.

Community Acceptance

Extensive surveys conducted by the Planning and Building Department across the City through 1984 and into 1985, have indicated a strong base of public support for downtown revitalization. Within the central area, some 83% of residents have indicated support for downtown revitalization, with almost 62% of residents from the remaining areas of the city having indicated their support.

This broad base of public support combined with overwhelming acceptance from the downtown business community bodes well for PRIDE. It is only with the combined ideas and resources of the private sector and the three levels of government that the downtown will be transformed into the vibrant centre for commerce, cultural and social activities of which all Edmonton will be proud.

EXISTING AND POTENTIAL DOWNTOWN PROJECTS



PARTNERS IN Pride

IMPROVEMENTS TO PRIVATE SPACES

- EDMONTON CENTRE RENOVATIONS
- RAMADA INN EXPANSION
- CENTENNIAL BUILDING RENOVATIONS
- PARK PLAZA - MIXED USE

IMPROVEMENTS TO PUBLIC SPACES (STREET AND SIDEWALK)

- JASPER AVENUE
- RICE HOWARD WAY
- HERITAGE TRAIL
- 104 STREET
- 108 STREET
- CHURCHILL SQUARE
- CHINATOWN STREETS

PUBLIC - PRIVATE SECTOR PARTNERSHIP PROJECTS

- MANULIFE - OFFICE / HOTEL
- INTERNATIONAL CITY MARKET
- 102 STREET ROOFED MALL
- CN LANDS DEVELOPMENT
- CHINATOWN GATES / GARDEN
- CONCERT HALL
- DOWNTOWN HOUSING
- PARKADES
- PEDWAY LINKS
- CN HOTEL
- BOARDWALK - REVILLON RENOVATIONS
- EATON CENTRE / TRIPLE FIVE
- MUSEUM / ARCHIVES

The City of Edmonton PLANNING AND BUILDING

SEPTEMBER, 1985

FINANCING THE PROGRAM

PART 3

FINANCING THE PROGRAM

Introduction

Over the next five years, the downtown will generate in the vicinity of ¼ billion dollars of tax revenue (City's portion only)[1] for the City. This tax revenue represents a major source of income for the city, and just as the private sector would with a major revenue generating source, this should be protected and enhanced by the municipal government.

The old saying that "One has to spend money to make money", is particularly appropriate at this stage of revitalization in downtown Edmonton. The first two years of PRIDE have seen an investment of approximately $6.34 million towards physical improvements to public spaces spawn approximately $20 million on private sector improvements with major projects having been announced to commence in the near future.

To maintain its commitment to the PRIDE program identified in Part 2, the City must commit greater capital resources than those identified in the 5 year capital development plan (see Municipal Funding for recommendation). With renewed municipal commitment to the downtown, the private sector and other levels of government will be encouraged to financially participate in the forthcoming PRIDE partnership projects.

Table 2, at the end of this section identifies examples of the financing partnerships envisaged through the PRIDE program.

Municipal Funding

The current success of PRIDE has resulted in rising expectations from the private sector. From a municipal perspective, it is important therefore to balance the need to continue the municipal financial commitment to PRIDE with the need to keep a responsible limit on future capital expenditure in the program. In this regard, it is recommended that the City target $5 million annually for PRIDE improvement projects, which is equivalent to a reinvestment of approximately 10% of its portion of downtown business and property taxes. Table 1 identifies the quantity of downtown taxes assessed in 1983, and compares the amount to City wide taxes assessed.

In addition, the Finance Department should review the Planning and Building Department's debenture borrowing guidelines to reflect this $5 million PRIDE budget. The proposed PRIDE budget would, of course, be subject to review through the annual capital budget approval process.

Identifying a portion of downtown taxes to be reinvested in the downtown not only puts an effective ceiling on future capital expenditures, but also allows the City:

i) to maintain an effective and visible commitment to the downtown; and

ii) to demonstrate that it recognizes the problems of the downtown by clearly identifying the source for reinvestment in the core.

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1 The City's portion represents ¼ of the total tax revenue collected in the Downtown, and excludes taxes assessed for the Supplementary School Tax and the Provincial School Foundations.

TABLE 1

CITY OF EDMONTON TAX SUMMARY, 1983
(In millions of dollars)

	City-Wide Assessed Taxes	Downtown Assessed Taxes	Downtown Taxes as a Percentage of City-Wide Taxes
PROPERTY TAXES			
Commercial	$34.10	12.57	36.9%
Residential	131.79	17.50	13.3%
Sub Total	165.89	30.07	18.1%
BUSINESS TAXES:	53.37	12.57	23.6%
TOTAL ASSESSED TAXES:	$219.26	42.64	19.4%

NOTE: These figures do not include the taxes assessed for the Supplementary School Tax nor for the Provincial School Foundation.

Private Sector Funding

The private sector is fast becoming a major financial partner in the PRIDE program. The largest private sector contribution will be in improvements to private property to complement public space improvements and towards private-public sector partnership projects, examples of which are identified in Table 2.

In addition, the private sector will be contributing 50% of the funding for the proposed DDC ($200,000/year) and will generate approximately $150,000/year towards the proposed BRZ. As a further demonstration of the private sector's commitment to public streetscape improvement projects, it will be asked to contribute, through local improvement bylaws, an amount equal to street, curb and gutter improvements.

Provincial and Federal Funding

In studying downtown revitalization projects across Canada, the successful ones were those that were able to enter into partnership agreements which enabled them to effectively access Provincial and Federal funds. Comparisons with such centres as Vancouver, Winnipeg, Toronto, Montreal, Quebec City, Halifax, and St. John show that Edmonton has not, to date, taken full advantage of this source of funding.

When the Mayor's Task Force on the Heart of the City released its final report on September 10, 1984 presentations were made to members of the Edmonton Caucus and Premier Peter Lougheed. In response to this submission the position of the Province of Alberta was that once the City of Edmonton has reached its own conclusions on the recommendations in the Task Force Report, there may be a role for the Province to play in certain of the recommendations and the Province may cooperate in the recommendations that would require changes to Provincial Legislation.

In June of 1985, the Province of Alberta as part of their Position and Policy Statement on Tourism announced a funding program of $4 million dollars over a five-year period, 1985-1990, to assist in the development of Festival Marketplaces in Downtown Calgary and Edmonton. Liaison has been established between the City of Edmonton and Travel Alberta in order for the City of Edmonton to take advantage of these funds for the development of the International Festival Market in the Old Town area as envisioned by the Mayor's Task Force on the Heart of the City.

Copies of the Final Report of the Mayor's Task Force on the Heart of the City were also submitted to Edmonton M.P.'s. Ideally, a tripartite agreement between the City, the Provincial and Federal Governments similar to the Winnipeg Core Area Initiative Program would provide the long term financial commitment needed to effectively implement a comprehensive downtown revitalization program. The Winnipeg Core Area Initiative Program was developed to stimulate private sector investment which would create new employment opportunities and new businesses. This includes housing and neighbourhood revitalization projects, developing community facilities, improving community services, projects to attract industrial development, main street improvements, historical preservation projects, and the CN East Yards Development.

Each of the three levels of government agreed to contribute 1/3 of the cost of the proposed $96 million package of programs during the five year program period between 1981-1986. The Federal portion was paid through DREE (Department of Regional Economic Expansion).

More recently the Federal Government committed an additional $22 million dollars to Winnipeg from the Canada Special Capital Recovery Projects Program for a major public/private partnership mixed-use project involving both Cadillac Fairview and the Groveridge-Imperial Group under the auspices of the North Portage Development Corporation.

In the absence of this type of umbrella program, established Federal programs may be applied for on a project specific basis. Currently most of these programs have a job-creation or economic development thrust. It has also been found that legislative and administrative constraints within which the City of Edmonton functions have prevented it from taking full advantage of such funding. Therefore, other organizations such as the proposed Edmonton Downtown Development Corporation, City Centre Association, and Chinese Benevolent Association are in better positions to access and utilize these funds.

The Role of the Downtown Development Corporation (DDC) in Fund Raising

With the City playing a lead role in physical improvements to public spaces in the downtown, the vast majority of funding for the major long-term PRIDE projects on private property will come primarily from the private sector with participation from other levels of government. The creation of a Downtown Development Corporation (DDC) could greatly assist in the obtaining of funds for the large-scale PRIDE projects. Once concept and financial plans have been prepared for a partnership project, the private sector and public components can be identified and costed. With ties to financial institutions, land developers, downtown property owners and government, the DDC could become an important factor in the formation of financing packages and in lobbying for provincial and federal grants to ensure that future projects become a reality for downtown Edmonton.

Examples of Potential PRIDE Financing Partnerships

PRIDE Projects	City of Edmonton	Province of Alberta	Government of Canada	Private Sector
Rice Howard Way	x			
Jasper Avenue	x			x
Heritage Trail	x	x	x	x
Chinatown	x	x	x	x
104 Street	x			x
Library Plaza	x			x
Capital Boulevard	x	x		x
Churchill Square	x			
Concert Hall	x	x	x	x
102 Street Retail Arcade	x	x	x	x
International Festival Market	x	x		x
Downtown Parking	x			x
Downtown Promotions & Special Events	x			x
Downtown Housing	x	x	x	x
Downtown Grant McEwan Campus & Student Housing		x		
Renovations to Historic/ Older Buildings	x	x		x

FOR MORE INFORMATION CONTACT:

Central Area Planning Section
City of Edmonton Planning and Building Department
2nd Floor, The Boardwalk, 10310 - 102 Avenue
Edmonton, Alberta, T5J 2X6
Phone (403) 428-3110

THE CITY OF Edmonton PLANNING AND BUILDING

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